



FY 2008-09
Juvenile Justice Crime Prevention Act & Crime and Delinquency Reduction Initiative
Request for Proposals

Questions and Answers
May 12, 2008

This document contains responses to all questions that have been received by MOCJ from May 6, 2008 (bidder's conference) and May 9, 2008. The questions and answers have been organized into nine categories:

1. Individual Applications & Collaborative Applications
2. Budget Forms
3. Program Design
4. Selecting Program Categories
5. Definition of Collaborative vs. Consortium
6. RFP Scoring and Review
7. Data Collection Requirements
8. Application Guidelines & Proposal Format
9. General RFP Questions

1. Individual Applications & Collaborative Applications

General Guidelines:

- An agency can apply individually and as part of a collaborative or consortium.
- An individual agency can apply for programs that serve youth under 18 years old, young adults ages 18-25, or both.
- An individual agency can submit proposals for more than one program.
- An individual agency cannot submit more than one application for the same program unless the following scenarios apply:
 - a. The agency is applying as an individual and as a collaborative/consortium, in which case two applications for the same program could be submitted.
 - b. The agency is applying to serve clients under 18 years old and clients ages 18-25 with the same program, in which case two applications would be submitted for each age range of clients.



Can an organization submit an application independently as well as part of a collaborative application?

Yes. Organizations may submit an application as a consortium or collaborative and still apply independently for another program. Collaborative applications must clearly indicate who is acting as the lead agency.

Will you please clarify if an agency can apply as a single entity as well as a part of a collaborative? Can a CBO apply for same population & different category or same category & different population?

This information can be found in earlier responses of this document, most explicitly in question number 3 above.

Is there a cap for grant amounts? Are there specific amounts of the total allocation for each program category? It makes a big difference to write a proposal for a program of \$85K or project, collaborative of \$300K.

MOCJ is not specifying a minimum or maximum grant amount for programs being proposed for funding. We ask applicants to propose project budgets that reflect the actual need of the program being proposed for funding. Once award recipients and amounts have been announced, contract negotiations will begin and program budgets will be finalized.

If an agency proposes to serve girls in all 3 modalities (juvenile hall-based curriculum, case management for girls in juvenile hall, and community based case management) of Gender Responsive Services, is there any chance that MOCJ will fund only one (or two) modality for which the agency has proposed services, or would MOCJ fund the full (all 3 modalities) proposal or nothing at all?

We are unable to comment on what agencies will be or will not be expected to do once they have been selected for funding. Applicants should describe how their program serves the target population using one or more of the modalities listed in the RFP. During the contract negotiation period, MOCJ will work with selected agencies to determine the most reasonable and appropriate level of activities based on the proposed activities outlined in the application. For example, an agency, once selected for funding, would not be expected to implement a program that does not resemble what that agency proposed in their proposal. At the same time, MOCJ would not expect an agency to implement all of the activities proposed in their grant application if the award amount approved for the agency was significantly lower than the amount they had requested.



Can two applications be submitted by an agency if they have two distinct and separate programs such as diversion, for example.

Yes.

If an organization wants to co-submit an application with another organization for an alternative education program, can it still submit another application for a different program that it offers independently?

Yes.

Are community based organizations able to apply for funds in more than one program category if their project fits under multiple categories?

Applicants may submit multiple proposals for different programs but cannot submit multiple proposals under different program categories for the same program. If a community organization is part of a collaborative proposal, they may also submit a proposal independently and their independent proposals may be for the same program under a different program category.

If our organization is planning to apply to provide a similar category of services to both under 18 clients and 18-24 year old clients, are we required to submit two separate proposals, or can the information be combined into a single proposal?

If an organization is applying for one program that targets both youth (under 18) and young adults (18-24 or 25), two applications must be submitted. In this scenario, the applicant would submit two proposals for the same program because each proposal would be for one of the two eligible target populations.

2. Budget Forms

If we apply 10% indirect costs to other city funding, can we still apply for 10% indirect?

Applicants should propose a budget that is representative of program need and actual costs. All line items of the proposed budget, including the indirect costs, should be proportional to the total amount of the request. All agencies selected for funding will participate in a contract negotiation period to finalize the line



items of their project budget and an 'approved budget' will determine how grant funds are to be spent.

The budget attachments are really complicated, can you simplify them? Can MOCJ provide new forms?

Yes. The original budget forms were adapted from those used with previous RFPs. Based on feedback we received at the bidder's conference, MOCJ has created new budget forms which have been posted on the website, replacing those that were posted originally.

The headers on budget forms 1 - 4 are incorrect. Should we correct them to reflect the correct dates? To confirm an answer given at the bidders' conference: Are the "past two fiscal years" referred to in Section XIV, A (Fiscal Capacity - Page 14) the fiscal years ending June 30, 2007 and June 30, 2008?

We have created new budget forms to address these issues. These forms can be found on the MOCJ website and will replace the excel forms that had been posted previously. The new budget forms will have headings marked, 'REVISED.'

The following questions pertain to Attachments 1 and 2.

- a. **Attachments 1 and 2 request information about the current fiscal year, so all the reported revenue and expense will be estimates. In Attachment 2, in addition to detail about revenue already received, may we describe anticipated Foundation, Corporate, and Individual donations as "To Be Raised"?**
- b. **To confirm: Do you want us to list every government contract and every foundation grant received during the year in Attachment 2, regardless of how many there are or how small some of them may be?**
- c. **If the number of contracts and/or grants required on attachment 2 is far greater than the number of lines available on the form, may we write "See attached" on the form and then provide the additional information as an attachment?**

The following questions pertain to Attachments 3 and 4:

- a. **Attachments 3 and 4 request information about an "Adopted Budget." Our annual budget is adopted by the Board of Directors at its meeting on the 4th Tuesday in June, so we will not have an "adopted budget" until then. May we submit the draft budget for FY 2008-09 even though it has not yet been adopted and is likely to change before the end of June?**



- b. We write foundation proposals year-round, so our draft budget will include foundation grants which we are certain or nearly certain to receive and a line to reflect our estimate of revenue from pending proposals and proposals not yet identified or written. May we include this estimated revenue in Attachment 3, despite the instruction which states, "This is not an opportunity for agencies to list all the grant applications that are pending or being considered"? Please note that a budget that excludes these "To Be Raised" items will have a very huge deficit.
- c. The instructions for Attachment 3 say that it "requests agency-wide information on new projects and funding sources [which] are expected in 2008-09." The instructions also define "expected income" as "having received an award letter or some notification that the award is confirmed." But we won't have, and couldn't have, a single government contract with an award letter for next year until the government budget processes are complete - often well into the fiscal year. Similarly, most foundation grants - whether for new projects or old ones - will not issue their award letters or other notifications until closer to the beginning of the new fiscal year. It appears that the instructions for Attachment 3 will exclude almost all our anticipated revenue, the result being a budget with a multi-million dollar deficit. And even if your intention is to have us list likely (rather than formally awarded) sources, it isn't clear how this list will provide information about new projects. Some new sources might be (in fact, will be) supporting old projects, and some old sources might be (in fact, will be) supporting new projects. Could you clarify what you are looking for in this attachment?
- d. Attachment 4 assumes that we will list pending proposals, unlike Attachment 3 (I repeat from the instructions for Attachment 3: "This is not an opportunity for agencies to list all the grant applications that are pending or being considered."). I assume that the clarified instructions will make it possible to reconcile Attachments 3 and 4. But some revenue sources - individual donations or fundraising events, for example - do not appear to belong in Attachment 4. Could you confirm that Attachment 4 is intended to provide detail about some, but not all, items of revenue in our budget?

We have created new budget forms to address these issues. These forms can be found on the MOCJ website and will replace the excel forms that had been posted previously. The new budget forms will have headings marked, 'REVISED.'

It is unclear if Attachment 1 should be my organization's approved budget or a statement of actual revenue & expenditures for the first 10 months of the year



(July 07 – May 08; 2 months of actual numbers would not be known as yet). Should Attachment 2 be our approved budget or actual sources of revenue? On Attachment 4, where should the grant status be noted? There is not a column to show committed funds vs. pending funds.

We have created new budget forms to address these issues. These forms can be found on the MOCJ website and will replace the excel forms that had been posted previously. The new budget forms will have headings marked, 'REVISED.'

3. Program Design

We have a pre-employment preparation program. Is there a maximum amount for stipends to participants?

No. The RFP does not indicate a maximum allowance for any type of expenditure, but we request that applicants be reasonable and realistic. This budget, like any other budget, is to be determined during the contract negotiation period led by MOCJ and will be outlined in the 'approved budget.'

What hours of each day are allotted for direct programming contact with the young people?

There are no limitations for program hours. Applicants should provide sufficient detail about the program proposed for funded so that the reader is able to understand the program design. Applicants should propose program hours that are appropriate for the program category their program fits within and for the services they propose to provide.

Is funding allowed to be used for services to youth after they have completed probation?

MOCJ provides funding to programs that serve youth and/or young adults with current juvenile or criminal justice system involvement, from the point of arrest through post adjudication/reentry. Focus on a target population of youth or young adults who have completed probation and have no further justice system involvement would not be appropriate for the purposes of this RFP.

Do programs need to meet all items listed in the descriptions listed in Appendix A? Some of the requirements in Appendix A seem to be impossible to meet. For example, how do we track youth who have aged out of the juvenile justice system after they are released from detention? Programs working inside JJC are not



allowed to collect personal information on the youth due to confidentiality. Many youth will age out and will not be able to be tracked by the program that serves them in juvenile probation system. Many youth will also be going out of state on the Max boys unit (where we work) for 1 to 2 year programs or to county jail.

Applicants should utilize the mandatory outcomes listed in Appendix A of the RFP to develop their narrative response. All programs must describe their process and/or plan for collecting data on the following six outcome measures:

- 1) Arrest rate, 2) completion of probation rate, 3) incarceration rate, 4) violation of probation, 5) rates of completion of restitution and 6) court ordered community service.

As stated at the bidder's conference, mandatory outcome measures were inconsistently described throughout the RFP. These six outcome measures are the state mandated outcome measures, for which all applicants must have a process in place to track. Other performance measures and outcomes listed throughout the RFP should be considered as suggested indicators and will not be considered as a required element of an applicant's proposed programs. The six required outcome measures have been required for recipients of MOCJ funds in previous years and are currently tracked in the CMS online reporting system by all MOCJ grantees. Any challenges, limitations, and/or concerns that an applicant has in regards to tracking their program participants using the required outcome measures should be described in the narrative response to the RFP.

Applicants are not limited to collecting data on the six mandatory outcomes listed above. Proposals should describe all data collected by an organization to track program effectiveness and improve program design.

4. Selecting Program Categories

The various categories have program descriptions under them. Our program is a detention alternative but it provides services described under diversion. Can we still apply? If so, under what category?

Applicants are encouraged to apply under the category that most closely matches the primary program activities or services being provided to the target population. Applicants who are a part of a program providing a continuum of care which do not fall under any one program category are encouraged to apply as part of a collaborative. Collaborative applications may propose programs that fit within any number of program categories.



In terms of funding individual programs versus collaborative projects: Does an individual agency application need to select one age group and the collaborative propose a program for the other age group?

Organizations may apply to serve either of the two target populations as part of a collaborative and still submit an independent application for the same population or program.

We are currently receiving funds to provide services that target monolingual/unaccompanied youth. Which program category would be most appropriate for our program without requiring the services to be provided to youth in detention?

Applicants are encouraged to choose the program category that is most applicable for their program or that represents the primary activities or services being provided to the target population. If an agency provides services to youth outside of detention facilities, it should consider selecting one of the four program categories that does not require detention based services to be the focus.

Is MOCJ looking for a certain amount of projects in each of the 5 program categories, or just strong applications for all areas?

MOCJ is looking for strong applications for all of the program categories and does not have a certain amount of projects it seeks to fund in each of the five areas.

Should existing Evening Reporting Centers apply as "Detention Alternatives"? Will the current ERC program models, partnerships with JPD, population and neighborhoods being served still remain in place?

Evening Reporting Centers should apply under 'Detention Alternatives.' As much as possible, we will try to preserve the continuum of care and existing partnerships that may exist in conjunction with an existing Evening Reporting Center. MOCJ aims to maintain a process in a manner that enables all currently funded programs to maintain consistent programming independent of this RFP process.

If a program provides alternative education services to youth in detention would it be considered as 'detention based services' or 'alternative education'?

This would be considered to be 'Detention based Services.'



Which programs/providers are currently funded by MOCJ within each program area of the RFP? Is any information available about the current MOCJ grantee award amounts or total number of youth served?

This information can be found on MOCJ's website at: www.sfgov.org/mocj.

Approximately how many youth and/or young adults are we expected to serve for each of the five funding categories?

Each applicant must identify how many youth will be served in the program narrative. The number should be justified in the budget narrative to explain the cost per participant of applicable expense items (i.e. Snacks, MUNI fast passes, etc.) Final numbers will be determined for each program during the contract negotiation period for organizations that are selected for funding.

Please explain the "restorative justice" program model. Is there a current model?

Please refer to pg. 24 of the RFP in Appendix A for a description of the restorative justice program model.

Is the age range for young adults 18 to 24 or 18 to 25?

The age range for the Crime and Delinquency Reduction Initiative will be 18-25.

Currently, under "detention alternative," the only permissible program type is an evening reporting center for juveniles. Can this restriction be amended/expanded so that Restorative Justice or other programs for young adults can also be proposed as detention alternatives?

Applicants are encouraged to apply under the category that most closely matches the program being proposed for funding, as described in the RFP. An amendment/expansion of current program categories is not necessary because your proposed program may fit under another category such as Diversion Programs.

Currently, under "detention alternatives" in the JJCPA/CDRA RFP, the only permissible program type is an evening reporting center for juveniles. Can this restriction be amended/expanded so that Restorative Justice or other programs for young adults can also be proposed as detention alternatives?

Appendix A of the RFP has been amended and provides further explanation of this program category. Please refer to this section for additional information and



select the program category that is most appropriate for the program being proposed for funding.

The RFP states on page 6, under point 5 (Gender Responsive Services for Girls) that services include a juvenile hall-based curriculum, case management for girls in juvenile hall, and community-based case management. In Appendix A (p. 29), the target population is defined as girls or young women in detention, released from detention, or currently on probation in the community. Is a proposing agency expected to serve all 3 target populations (in its selected age group) described in Appendix A, through all 3 modalities described on page 6, or can the agency choose one (or two) of the populations, and propose services in the relevant modality? For example, is it acceptable for one agency to design a program that only provides juvenile hall-based services for girls in detention?

Yes, this would be acceptable. Applicants should chose one or more of the modalities described in the RFP and describe how they will provide services to the target population of the program being proposed for funding.

5. Definition of Collaboration vs. Consortium

In terms of this RFP, what are the differences between collaboration and a consortium?

Collaboration: applicant demonstrates existing partnerships with other organizations through MOUs which maximize the services available to the target population but that still operate independent from one another.

Consortium: a group of agencies that meet regularly to coordinate a jointly managed program, demonstrated through MOUs that clearly describe each agency's roles and responsibilities as well as the purpose and amount of any monies that will be paid from the grant to another agency, and how the applicant will ensure that all agencies of the consortium will maintain accountability and supervision.

6. RFP Scoring & Review

Can you describe the process by which proposals will be rated and selected? Will the score dictate the grant awards? If not, how will awards be determined? Who will read and score the proposals? How will the readers be selected?



MOCJ will assemble a panel of readers who will review and rate the applications that are technically compliant. Proposals will be ranked based on a standard scoring matrix using the total number of points available for each section, as outlined in the RFP. Readers will be selected from a pool of community and city representatives who have been identified as unbiased experts in a relevant field. Proposals will be scored using a point system described in the RFP. Those proposals that receive the required number of points from the readers panel will be recommended as potential recipients of JJCPA/CDRI funds, and final decisions will be announced on or around the week of June 6, 2008. Incomplete proposals will be disqualified during a technical compliance review which will be conducted by MOCJ prior to the readers panel review.

Selection Criteria on page 10 describes an independent review panel. Does this panel have community representation or community service delivery experience with the population? Also, the RFP states the recommendations from this panel are non-binding, can you explain their role as well as clarify who or what body will have final say in grantee selection and what is their background & criteria for proposal review & grantee selection?

See above.

Will preference be given to current grantees of MOCJ?

The JJCC directed MOCJ to provide some point preference to current grantees in good standing.

7. Data Collection Requirements

The RFP indicates that youth recidivism would need to be tracked for this contract. However, you said something in the bidders' conference that seemed to indicate that the providers/contractors wouldn't have to do the actual recidivism tracking, but would only need to provide MOCJ with client lists so that MOCJ can track the recidivism. Could you please clarify?

Programs that receive funding as a result of this RFP will be expected to submit data on a monthly basis on the following outcome measures: 1) arrest rate, 2) completion of probation rate, 3) incarceration rate, 4) violation of probation rate, 5) rates of completion of restitution, and 6) rates of completion of court ordered community service. All other outcome and/or performance measures outlined in the RFP are suggested but not required. Applicants are not expected to conduct evaluations or collect data that is unreasonable based on standard practice in the



field and given what is currently allowable by relevant criminal justice agencies (i.e. Juvenile Probation Department, etc). Applicants should respond to all questions to the best of their ability and in such a way that best describes their programs and practices.

Final data collection requirements will be outlined for successful applicants during contract negotiations.

How will MOCJ ensure confidentiality for immigrant monolingual/unaccompanied youth data indicating participants' demographics, status of restitution and community service, etc., that could be detrimental to the therapeutic relationship between youth and service providers?

This data collection requirement is not new; MOCJ grantees currently must provide client level data to be in compliance with the Corrections Standard Authority who administer JJCPA funds.

The JJCC aims to improve the process by which JJCPA grant recipients collect and report data to MOCJ to ensure that both CBOs and city agencies can use the data to make informed decisions about program development based on trends, need, impact, utilization, etc. To accomplish this goal, the JJCC has established a data workgroup which will be charged with developing an improved data collection and reporting system for CBO and city agency reported data. Confidentiality for all youth, keeping in mind the sensitivity of data related to immigrant/unaccompanied youth will continue to be prioritized during this process.

8. Application Guidelines & Proposal Format

Under Section A, Applicant History - Organization Structure & Staffing: Do we need to submit a biography for each member of the Board of Directors or only for members of the executive committee of Board?

Applicants must submit a biography for each member of the Board of Directors and include these attachments in the appendix of their proposal packet.

What should be included in the Board member biographies? Should they be included as an attachment or as part of the narrative?

Board member biographies should demonstrate each member's ability to effectively oversee the fiscal and programmatic affairs of the organization and list



their professional affiliation and total length of service on the board. Biographies should be included as an attachment and will not be counted as an additional page of the application.

If you are a small agency (less than 250K) can your Form 990 replace the audit or financial review?

Yes.

What is the preferred format for the proposal? Single or double-spaced?

The required order of proposals is listed on page 14 of the RFP with page limits per section. Proposals should be single spaced.

Should our proposal be submitted single-spaced or double-spaced? If double-spaced, will this affect the page limits outlined in the RFP?

Proposals must be single spaced within the page limits outlined on page 14 of the RFP (Application Checklist).

9. General RFP Questions

How many awards will be given and what is the maximum award amount?

This is unknown and will be determined based on the total availability of funds (when known) as well as the total number of competitive applications receiving high scores.

How many community assessment centers does MOCJ anticipate funding?

This is unknown at this time and will depend on total amount of available funds (unknown) and total number of successful proposals (unknown).

How did you incorporate the local action plan produced two years ago? Who made the modifications to the plan from before? How was the community involved in the restructuring of the JJCPA program categories? How were service providers of currently funded programs involved in the process?

The JJCPA program categories for the 2008-09 RFP encompass the focus areas that had been adopted by the JJCC first in 2006-07 Local Action Plan and then again in 2007-08. This year, the JJCC voted to broaden the JJCPA program areas



to ensure that they supported a continuum of care and maximized the limited resources in 2008-09. This decision came as the result of JJCC deliberations beginning in December 2007 which involved both city and community representatives. The JJCC called upon its currently funded CBOs to participate as key experts in the field as the various program categories were considered. The 2008 Juvenile Justice Local Action Plan outlines this process and includes a list of all participants of the 2008 planning process.

Do you plan to backfill general fund dollars (CDRI) with JJCPA monies?

No, JJCPA monies cannot backfill general fund dollars due to the difference in the age range of the target populations of each funding source. JJCPA funds must be used for programs serving youth (under 18 years old) involved in the juvenile justice system. General fund (CDRI) can be used to support programs serving young adults between the age of 18 and 24 (or 25).

Do you expect there to be any more changes to the RFP?

While we hope not to, it is uncertain as to whether or not additional changes will need to be made to the RFP. In the event that the RFP must be revised, all applicants who have requested a copy of the RFP (either in person or online) will be notified electronically and the revised RFP will be uploaded to the MOCJ website.

How many Evening Reporting Centers will be funded? How many Evening Reporting Centers specifically for girls will be funded? Will there continue to be an ERC specifically for girls?

This will depend on the total number of qualified proposals and total amount of funds available, which are unknown at this time.

If you did not attend the bidder's conference, can you still apply?

Yes. Since this requirement was not made clear in the original posting of the RFP, we will accept applications from organizations regardless of their attendance at the bidder's conference.

What is the rationale for having a mandatory bidder's conference if there are no consequences for not attending?

The rationale for a mandatory bidder's conference was to provide clarity to ALL potential applicants on the RFP. A decision to make the conference be a



requirement was made after the original RFP had been posted, and has since been overturned. This requirement is no longer being applied so no applicant will be disqualified simply for failure to attend the bidder's conference.

Is there designated programming space within juvenile hall available for services? If so, please provide a description of the space(s).

Applicants should be familiar with the space (s) that exist for their program both in and out of detention facilities, including the Youth Guidance Center (also referred to as juvenile hall). The location of the proposed programming should be described by the applicant in the narrative response.

Is there office space available within juvenile hall for use by the staff of a service-providing agency? If so, please provide a description of the space(s). Is there any cost incurred by a service providing agency for using this space?

Again, program and/or office space and the costs of these spaces should be identified by the applicant and described in the narrative response.

What is the current staffing pattern for juvenile hall-based gender responsive services? What is the current salary for each position?

This should be known by the implementing organization of the program being proposed for funding. There are many online resources that exist to assist non profit administrators to determine industry standard salary ranges for many common staff positions.

I noticed there was no mention of the importance of training and MOCJ's support of training. Can you tell us what part training plays in the RFP?

Training and ongoing capacity building, professional development activities are important for maintaining an effective service delivery model. For the purposes of this RFP, training, professional development and capacity building should be included in an agency's response to demonstrate the qualifications and overall capacity of an applicant agency. Additional training, technical assistance and/or capacity building activities identified by MOCJ may be addressed during the contract negotiation period.

Page 4 regarding JJCC background states as system goal "To hold city departments, public agencies and community-based organizations involved in



the juvenile justice system accountable", can you please provide information as to how this will take place?

The JJCC identifies system goals and underlying principles for juvenile justice services in San Francisco as defined by the annually updated and adopted Local Action Plan. Additional information related to this issue is not relevant to this RFP.

Page 7 regarding Grant Administration states MOCJ may also conduct a process & outcome evaluation of grantees and their work - can you please clarify what this means and what this would entail? Will there be additional reporting requirements for this?

This would be addressed by an MOCJ program manager on a case by case basis and is not something that applicants are expected to respond to for the purposes of this RFP.